

# ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Report on Midcareer Course #38

FROM:

Director of Training *AK*

EXTENSION

3245

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*ED/IRS 74-0854*

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OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDM&S  
7D 26 Hqs.

2. [REDACTED]

3. Mr. Blake

4. Mr. Brownman

5. DMR

6. CIPDS

7.

8. CIDI

9. C/IMB

10. Mely

11.

12.

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15.

25X1A

Attached is the course report and comments of the members attending Midcareer Course #38, which ran from 28 October to 7 December. I will forward the same material on Midcareer Course #39, which started on 27 January and concluded on 1 March as soon as it is completed. Course #38 was the last to include the Managerial Grid as the first week. In place of the Grid in Course #39, the staff developed some special team exercises. Our preliminary reading indicates that the exercises satisfactorily substituted for the Grid.

25X1A

Alfonso Rodriguez

*2 - to 3 & 4 This is very interesting reading particularly in terms of the DDO. I would hope Bill Nelson gets a copy*

*Discussed with <sup>2 April</sup> Brownman on 1 April 74. he agreed we not discuss this further.*

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MIDCAREER COURSE NO. 38

28 October - 7 December 1973

COURSE REPORT

Course 38 continued the less frantic pace of its predecessor and the class commented favorably, particularly on the afternoon free time at [REDACTED]. The last week of the Course, however, conducted at Headquarters, was not as effective as it should have been, due to some defects in the scheduling, one cancellation, and the extremely cold temperature in Room 1 A 07. Despite these problems the class maintained a high degree of interest and inquisitiveness through the final day. There were fewer substitutions and cancellations than in recent previous runnings and this, along with the relatively young age of the class (about the same as Course 37), contributed to a more relaxed atmosphere on the part of both class members and speakers. One major disappointment was the cancellation of a planned trip [REDACTED] to Norfolk to visit CINCLANT; this cancellation was requested by CINCLANT due to their continuing alert status caused by the Middle East crisis. General Walters opened the Course and Mr. Colby spent almost an hour with the class on the last day. Attached are the class members' comments from their overall evaluations.

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Statistics

The class was composed of 30 members. The six women in the class were the most ever in a Midcareer Course--three came from the DDI, two from DDO, and one from DDM&S. The class was composed of 10 members from the DDO, 7 from DDI, 7 from DDM&S, and 6 from DDS&T. The average age was 37.1 years, with a range of 30-45 years. The average grade was 12.9, with 10-12's, 14-13's, and 6-14's. The average time on board was 11.3 years, with a range of 6 to 22 years. These three averages were almost identical to the records set in Course 37, but the high side of the age and time-on-board ranges--three members 45 years old and one with 22 years of service--are above what we consider desirable for Midcareerists. Four members had already had the Grid and another was selected to attend the course as a replacement the week prior to the Grid and did not have time to complete the pre-course work. The class heard about 40 speakers in Phase II, both at [REDACTED] and in the

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Washington area, and 26 speakers in Phase III.

### New Features

Format and schedule--Course 38 used a revision of the intelligence process format followed by Course 37, proceeding from an overview and Agency management to collection, production, intelligence support, the Community, and finally, world affairs. This format necessitated having the last two speakers on collection and the first on production on 12 November (actually requested by DDS&T) and the final two speakers on production and the first on support on 14 November. Several class members criticized the logic of having such dissimilar activities overlapping one another. On the other hand, the class generally agreed that the evening session of OSR, OSI and NPIC was the best one in Phase II. The general format was an attempt to break down some of the Directorate barriers, but it was only partly successful--one of the major themes which came into view again and again throughout the Course was the existence of these barriers and their near impenetrability.

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We continued our policy of fewer speakers--no more than three speakers per day at [REDACTED]. We had evening sessions on nine of the ten nights at [REDACTED] (Sundays through Thursdays) but ran no later than 1530 any afternoon. The class seemed to appreciate the afternoon free time and were better prepared physically and mentally for the evening sessions. Also, for the first time in over a year nothing was scheduled after noon each Friday of Phase II at [REDACTED]. Although the class had no base for comparison, it seemed to us that this schedule led to more alertness on Friday mornings--as a matter of fact class questions held [REDACTED] 20 minutes past his scheduled cut-off time on Friday, 16 November. Mr. Nelson and Mr. Proctor appeared at [REDACTED]--both of them were adversely criticized by the class for the manner and content of their presentations and answers to questions. Mr. Brownman again appeared at Headquarters and the views he expressed turned some of the class off. We did not schedule Mr. Duckett this time as part of our plan to alternate the load on the DD's. The class expressed keen disappointment at not hearing from him--we will probably schedule all four DD's in future courses but will try to alternate them between [REDACTED] and Headquarters.

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The individual presentations by class members again were rated very highly as one of the most valuable aspects of the Course. In general we continued the practice of letting each member choose his or her subject for discussion. We asked that those members whose offices were not represented on the schedule discuss their component to fill the gap. In addition, we asked four DDO members to form a panel to discuss the organization of a field station. This panel did an excellent job and we believe this change of pace from straight individual presentations has considerable merit if used judiciously.

The morning "Discussion" hours, instituted in Course 37, were continued in 38. After a slow start they got on track and were generally beneficial. The majority of the class thought they were useful but made some suggestions for a change in format which will be considered for the next running.

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We tried an innovation this time by scheduling a one-day visit to CINCLANT at Norfolk during the second week of Phase II [REDACTED]. Unfortunately, CINCLANT was still in a DEFCON 3 alert status due to the Middle East crisis and we were asked to cancel the visit. The other field trip was scheduled during Phase III when we visited Huntsville, Alabama. The first stop was the Alabama Space and Rocket Center. The entire class agreed that this was one of the high points of the Course, even though a later-than-planned arrival cut the visit short and darkness precluded much photography of the outdoor exhibits. The following morning was spent at the Marshall Space Flight Center. This visit was also rated excellent by most of the class. We received an excellent overview briefing there and toured some of the facility. The afternoon visit to the Army Missile Command consisted of a public relations film on Redstone Arsenal, two intelligence briefings, and brief tours of new weapons under development. With the exception of the tours--which were too rushed despite our request for more time--this visit was not worthwhile. We recommend that the Missile Command be deleted from any future visits to Huntsville.

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Phase I - The Managerial Grid

Of the 25 taking the Grid, 20 rated it 7, 8, or 9 on the high end of a nine-point scale. Two rated it 6 or "somewhat applicable" and three rated it 5 or "partly applicable but partly irrelevant." Most of the group commented on the Grid's value as an "ice-breaker" for the Midcareer Course and regretted its deletion from future runnings.

Phase II - The Agency

This Phase was generally praised by the class, although many of the members commented on the uneven quality of the speakers. Several noted that the DDM&S seemed to be over-represented and the DDO under-represented by speakers. Some members of the class commented on the lack of an OTR speaker and suggested that the class should learn about other OTR programs. Also the DDO speakers were not rated very highly in general. (An exception is noted below.) There were numerous comments about their lack of candor and retention of the "spook" image. The sessions in Phase II which received highest praise were those with [REDACTED] on China, Tom Yale on financial operations, [REDACTED] on PPB and MBO, and the visit to OTS. The individual presentations were praised as usual and were considered one of the most beneficial aspects of the Course.

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Phase III - The Intelligence Community and World Affairs

Phase III was generally well-received, with only two substitutions and one cancellation out of a total of 26 speakers. The Intelligence Community block contained the broadest treatment of the subject arranged for this Course in a long time. The class generally praised the coverage and hailed Lt. Col. Donald Stukel of the NSC Staff as the highlight speaker of Phase III. On the other side of the coin, as noted above, [REDACTED] of NSA was unanimously declared a disaster. While most of the class enjoyed the field trip to Huntsville, a number of the members commented on the shortness of the trip and expressed the opinion that they had been short-changed in comparison with trips by previous Midcareerists. (The cancellation of the Norfolk visit in Phase II strengthened this feeling.) The final week on problems in world affairs was marred by [REDACTED] cancellation without replacement. In addition, the extremely cold temperature in Room 1 A 07 at Headquarters seriously inhibited class questioning of speakers and negated some of their effectiveness. Most of the class, however, expressed appreciation for the wide range of topics which were covered during that week.

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Summary Evaluation  
Midcareer Course 38

Comments of DDO members on:

[ Effective managerial behavior as derived through study of the Managerial Grid:

The Managerial Grid exercise served three useful functions: (1) it was provocative in terms of getting the participant to think about managerial types and the relationship between the people and production elements of an organization; (2) it provides interesting feedback at the personal level on the kind of managerial type he is likely to be; (3) it was very good in providing a forum for getting to know the class members which made the subsequent portions of the program more lively and meaningful.

A valuable study. Also, a significant contributor to the unification of thirty diverse individuals into a self contained group with group goals. This portion will be sorely missed in future runnings unless replaced by a similar mechanism.

Although I anticipated little value to be derived from the first week, which was devoted to the Grid, I found it much more worthwhile than expected. Not only did it expose me to one formal theory of management (my first such exposure), it put me in a competitive and team atmosphere. It was an excellent ice breaker to the course and I would recommend that retention of the Grid be reconsidered.

This was a helpful tool to get into a mood for "thinking management," which I found useful in the follow-on phases of the course. I think it is too bad you are dropping the Grid from the Midcareer Course. \*Some substitute on management practices should be considered. The ultimate of course would be an outside consultant on MBO.

DDO cont.

Personally, it was a rewarding and valuable part of course. I think it is a mistake to eliminate it--something else should have been cut. I think you should bring something into course which will cover MGT training concepts and ideas--otherwise the course itself will have a serious deficiency. (If "forced to the wall" on a decision, I would eliminate Huntsville and keep the Grid--or keep something like the Grid.) Grid gets group together, and brings out candor and stresses constructive listening and communication which are very important elements to the overall objectives of course.

I found the Grid an interesting and useful exercise. Since the Agency has not chosen to go beyond the first phase, its (the Grid's) direct relevance to subsequent action is limited. The "sensitivity" portion was useful to me. I also think it is an excellent means of ice-breaking for the group. I think you'll miss it.

This part of the course was primarily helpful in sharpening my thinking on management problems at my working level. I think, however, that it should be modified considerably--and expanded--to tailor it to Agency management problems. Virtually every senior officer with whom I have discussed the Grid (and who had taken the Grid) referred to it with disdain. Apparently, the reason for this reaction is that they basically reject the concept when it is taught in the context of a one week abstract course.

Eliminate from the course entirely. Useless and a waste of time and money.

It is unfortunate that the Grid is being dropped as part of the Midcareer Course. It is not only useful in itself but provides an excellent beginning for the lectures and discussions which follow.

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Comments of DDI members

The Grid was invaluable. It gave me an insight into my ability to work in a team effort, increased my confidence in my ability to work with people under stress and made me more aware of my ability, and limitations, to influence co-workers. I'm sorry to see the Grid taken out of the Midcareer Course because it paved the way for the weeks that followed. It cemented the group and started them thinking as a team--although I agree that it should be offered to more junior grade officers. It's a mini OCS.

The Grid to me was beneficial in getting to know the other students. It helped give a cohesion that lasted through the rest of the course. The Grid concepts provided a framework of common understanding of terms, etc. A better icebreaker will be hard to find.

The study of the managerial grid for a week helped somewhat in learning effective managerial behavior. Just as important, however, is the fact that it helped class members to know each other much better than could be done by other means. If the course is to expose members to effective management techniques, then the managerial grid has to be supplemented by other courses/lectures/team projects/etc.

Most rewarding. The skepticism with which I approached this was dispelled immediately. The team concept has lasting impact and applications in many varied ways, as did the exercise in analysis. The grid week was very effective in turning the whole group into an effective team.

Course was good, although like most management courses it tended to be somewhat divorced from the real world. The exercises for teams could be better if they were drawn from actual Agency situations. Despite this, I believe the Grid makes us more aware of our own management styles and presents us with some alternatives and modifications. In short, it was useful and reasonably interesting.

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DDI cont.

I found this to be one of the most useful parts of the course. It changed my whole idea of my own managerial behavior by allowing me to see it in a relatively objective situation from which I could relate back to my regular job.

This served as a good ice-breaker and will be missed in future Midcareer Courses. However, the grid is a little cheap on psychology and needs revision to make it relevant to the Agency whether it's taught separately or as part of the Midcareer Course.

Comments of DDM&S members

I had this course some years ago and I have always thought of it as one of the highlights of my CT days. I believe it to be an excellent method of understanding yourself just a little better.

The Grid exercise served a socially useful function at the beginning of the course, and something serving this function should be retained. Similarly it surfaced some of our original concerns and attitudes, to the benefit of the remainder of the course. In terms of improving managerial behavior and understanding, it had a positive effect but, I feel only a small one. I am surprised that over the time span that we have been using the grid nothing more efficient and theoretically stronger has been developed.

I wonder, since the Grid is being dropped, whether some of the principles here (i.e. breaking up the class into small discussion groups) could be used to discuss certain Agency-wide problems such as MBO, the one-agency concept or career panels.

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DDM&S cont.

My reaction to the managerial grid was very favorable. It brought out the fact that a group of people working as a team arrived at superior conclusions compared to an individual. It also brought to my attention some of the different methods of managing people and their reaction to it. I feel that personnel management courses such as the managerial grid should be required for all managers at different periods of their careers.

Excellent beginning for course. Breaks the ice and sets the tone of things to come. The Grid provides one with an insight to a management theory, but moreover, gives one the chance to see himself as others see him.

I have gained insight into better methods of problem solving by taking this portion of the course. Many times, problem solving has been directed towards the symptoms and not at the causes. Additionally, I have gained insight about how others see me in the problem solving role.

I have believed since taking grid in 1967 that it is a farce and is not an effective way to study managerial behavior--it is too unstructured psychologically--and this often creates anxiety in individuals.

#### Comments of DDS&T members

This developed harder attitudes toward personnel hiring, promotion, and retentions. It is a needed contrast with past personnel-handling ideas, which derived largely from DDO agent-handling values based on amenities and rapport. One now sees the correct management orientation as based more on production, and less on personnel values.

While I had some reservations initially about the Managerial Grid's usefulness, on balance I think it was a very useful experience. To see yourself as others see you is a rare experience. It is not that the Grid itself is a salvation, but is a useful framework.

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DDS&T cont.

The Grid was a great ice breaker and probably should not be dropped from Midcareer. It enables a person to better understand his own style and motives, but, other than the lesson of the value of interactive teamwork, I saw nothing in particular which directly advances effective managerial behavior.

Very enjoyable; useful methods taught, however, the Agency is apparently not organized to allow us to use them in day-to-day work. Excellent ice-breaker for MCC--should plan a similar type activity for future MCC's

I found this phase of the course to be very valuable in terms of improving my own management perspective and how others view me both in a professional and person-to-person role. The exclusion of this experience in my opinion, from the Midcareer program will leave a void. I would suggest that, if possible, it be replaced by some introductory course to management theory, preferably one given by some external organization.

As I had attended the grid previous to the Midcareer Course, I should not comment about the Grid as such. Even though the grid is not to be presented as part of future Midcareers (which has been stated before), I would suggest that if this does not come about, the people who have had grid be allowed to retake it, but perhaps be assigned to same team.

Comments of DDS&T members on:

Phase II

The functions, relationships, and problems of a wide variety of Agency components:

The course did an excellent job in revealing how the Agency's overall problems derive and relate from within the Directorates. Directorate parochialism is revealed by Directorate representatives, wittingly and unwittingly, as among the most important barriers to best use of limited resources.

The individual speakers oftentimes were unwilling to accept and appreciate the gains for the Agency as an identity in problems and other ideas. This is a Midcareer Course and if senior management can not unload and draw from the talent and idea from this level, it is a grave problem to the Agency's future success.

It seems to me to be very beneficial to understand what other Agency components do and how it all fits together to produce intelligence. I did think the DDM&S house-keeping functions were overdone, especially in having so much of it [REDACTED] "prime time."

STATINTL

Good overview. Really missed something by not hearing from Mr. Duckett. Try not to let this happen again! Some speakers were reluctant to say what they really thought--opting instead for the party line. To be expected, I suppose, but a positive effort (a continuing one, at that) should be made to eliminate it.

I came to the Midcareer Course with what I thought was a fairly good idea of the Agency and the interrelationships among its components. The experience gained in the course definitely further broadened this view and thus was one of the most important benefits I gained from it. Clearly, many problem areas were surfaced which need to be resolved if we are to survive and prosper as an entity.

I might paraphrase my feelings here by one word--disappointment. I guess I thought that the Agency was not a bureaucracy in the truest sense of the word. But it is! The "institutionalized inertia" has finally caught up with us, and the reaction seems to be centered on the NIO concept and management by objectives as being a panacea. I doubt it--but keep hoping.

Comments of DDO members:

In view of the changes occurring in Agency organization and management within the past year, this was an excellent time to take the course. Most Agency spokesmen were well aware of this in planning their presentations--probably more so than usual so that the class received a good exposure to the state of the Agency--however confusing it might be at the present time.

Well covered in the course. The revelation of many diverse factors governing actions of individual offices was an eye opener to many class members.

Basically I considered this to be an excellent update to the exposure to the Agency I received in the JOT program. However, I suspect it was even of more value to those who have never gone through the JOT program, particularly for those who serve in rather isolated components,

Generally quite good. Efforts should be made to have informal questions and answer sessions [REDACTED] for as many of the senior CIA officials as possible--in fairness to them as well as for the benefit of course members.

STATINTL

Three directorates had good coverage of their activities. The DDO did not. More than one division chief is necessary to provide proper balance. If we are seriously going to pursue "one Agency" how about some panel sessions with reps from all the directorates participating tother? In retrospect, the segregation of the directorates in the Midcareer program only added to the fallibility of the concept of "1" Agency.

Covered very well.

Given the changes in the Agency, an up-to-date wiring diagram course briefing at first would be useful. The broad picture of the Agency (and especially of its principal officers) is most interesting and useful.



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DDO cont.

Useful, but to a reduced exposure. Expand the exposure to Sino-Soviet matters across the board, and increase the depth of the exposure.

Informative and interesting particularly with respect to the intra-Agency working relationship at the policy level which appears to be considerably less developed than at the working level.

This was particularly valuable to me and I'm sure for those like myself who have served for a long period of time overseas. I believe that the directorates were well represented.

Comments of DDI members:

I have a much broader appreciation for other components of the Agency than I had before; I better understand problems of other components, particularly DDO, and therefore I better understand the Agency. The competence of my classmates impressed me greatly. I'm more confident about the future of the Agency than I was before the course, and prouder to be a part of it.

The course's objective of widening perspectives was well met in my case. Overall, it was truly an eye-opener. In addition, the Individual Presentations were generally as equally informative as the guest speakers. Don't abandon this technique.

The course accomplishes this objective in a fine manner. I do have now a much wider understanding of the entire Agency. In this regard, the one glaring omission was the absence of the DDS&T. Why were only 3 of 4 DD's scheduled?

DDI cont.

I found this very useful, and perhaps the greatest informational exchange among directorates came from the IP's. I would have preferred more daily and weekly variety--a mix of directorate lecturers instead of the bunching, especially on the scientific-technical material, which was hard to absorb in that intense manner.

1 || Interesting and for the most part fairly well presented. I would suggest a more discriminating selection of briefers to eliminate those who said little or nothing in an uninteresting manner (██████████ is a good example). I did not think most of the higher level types were particularly constructive or candid. I would suggest that someone relate the components by function and organization in one short briefing just to give people an overview of who will speak.

STATINTL

Most speakers were interesting, but I found I got more about many offices from the student presentations than from the office heads, etc. Would prefer in most cases to have the extra evening sessions with speakers now appearing in Phase III, rather than those in Phase II, where there was some strain to keep the time filled with questions.

The course gave a good overview of the problems the Agency faces and the problem I face within the Agency.

Comments of DDM&S members:

I believe we were presented an excellent overview of the Agency. I thought the relationships between the various Directorates was expressed very negatively by the DDO. I know there is more cooperation than he was willing to let himself express. He should be a prime mover in this area. He left the impression that the rest of the Agency was out to destroy the DDO. This is simply not true. The DDO components can listen to, discuss, and perhaps follow the guidance of other Agency components without revealing sources, losing prestige, or feel they are reducing the importance of their efforts. I don't believe any speaker really got the message across that there is a lot of cooperation going on every day, without the endorsement of top management. As we (the Agency family)

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DDM&S cont.

become smaller and smaller, there will be a need to rely on others to do independent work. We cannot continue to afford the luxury of duplication, duplication, duplication. A second point problem appeared in the form of future Agency managers. Although this is not a new topic, class members questioned, without appropriate answers, what would be the role or response of current Agency managers in selecting future personnel to run the Agency.

By and large this course was quite good and useful here. Possibly more or longer student presentations would have made it even better, although this could be a hardship on many students. Maybe an approach would be to select some of the presentations for continuation on a later time.

I would like to see a bit more emphasis on the DDO including more coverage on overseas activities along with speakers from the various divisions.

This portion of the Midcareer Course was very educational and enlightening. I have spent the majority of my Agency career outside of the Washington area and because of this knew comparatively little of the organizational structure and how it actually operated, both as an agency and as individual components of the agency.

Most Agency speakers handled their tasks rather well. I would like less emphasis on organization and more on problems i.e. this is where we are this is where we are going, these are our problems and solutions. I continue to be disturbed by the "DDO mystique" and not one DDO speaker did anything to change my feeling.

By virtue of my position in a small element of the support field, and the remoteness of my office, I have lost sight of the overall relationships within the Agency and to some degree the mission of the Agency. It was beneficial to be brought back to reality and to have reaffirmed the mission and relationships within the Agency.

Lack of overall understanding and communication of Agency directorates to each other, coupled with impression that lack of strong or decisive leadership has led to non-management throughout agency--and government as a whole.

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Comments of DDM&S on:

Phase III

The Intelligence Community and major developments and trends in World Affairs impinging on intelligence.

I guess the only thing I can say here is that the role of Intelligence is in a period of transition and that current emphasis on economic intelligence is not very well understood.

I think this perspective is highly important for nearly all of us in the position we now have or expect to have within a very short time, and I at least do not know of any way outside of this course to get such information. One qualification to this point: It is probably least significant to DDM&S'ers (which includes me), I would not want to see any adjustment made on this basis, however. The present Agency structure is not the only one possible, and people do cross directorate boundaries, and this perspective must be of some benefit to anyone.

Although speakers may change, I feel that the selection of subjects and representatives of the community was excellent.

The speakers from the Intelligence Community were informative and gave their views as to how each organization contributed to the overall picture. This section of the course did not interest me as much as Phases I and II because I am not as directly related with them as with the Agency. The World Affairs portion was good although I felt that I could have gotten most of the same information from reading the newspapers.

On balance, all speakers were interesting and informative. It was very interesting to hear, in some instances, how other IC people perceive the Agency and its role.

It was interesting to see how other Government Agencies view CIA. The most important aspect was the emphasis being placed upon economic intelligence which heretofore had been ignored or relegated a back seat to political and military intelligence. Additionally, it was very revealing to find out how the NSC is being run and utilized by the administration.

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DDM&S cont.

2. | Unfortunately, it appears that although the intelligence community is attempting to do its best, with Kissinger in effect being US Foreign Policy, it is more his demands, desires, etc. rather than world affairs that determine intelligence goals.

Comments of DDI members:

This was in many ways the most interesting part of the course. I have no special comments except to say that it was well planned--I heard someone suggest that parts of it could be presented before the Agency section--leave it where it is! Students need to understand the Agency before a broader perspective is presented.

With one of two exceptions, these were not generally as useful as the Agency presentations. Definitely keep the NIO's, the NSC and the terrorism and narcotics people. You might want to try to add the NIO's for the Middle East and Latin America.

For the most part I think the course has accomplished this objective reasonably well. I feel that the right amount of emphasis was placed on this segment.

Very useful as a whole, and naturally most helpful when the guests are open (the INR and NSC sessions).

I think this was an interesting section but most of the speakers do need to expand on their uses and needs for intelligence, and/or how they think their info (population problems) might be related to our analysis and products. Many of these presentations were very informative and important individually as well as professionally.

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DDI cont.

Speakers in general were interesting--some were really excellent. Possibly could be better if this were Phase I or II, rather than last, when the class is to some extent winding down. Would like to have heard some of these speakers in a more informal setting, such as the evening sessions.

This part of the course was perhaps the most informative and should be expanded at the expense of the nitty-gritty of running numerous in-house offices--IP's provide this info as well and sometimes better than office heads.

Comments of DDO members:

With exceptions, the briefings on the non-Agency element of the community were good and a reasonable overview was given. The substantive briefings on issues were not cohesive and weighted toward military-security matters. In this age, more emphasis on economic matters and representation from those elements of government concerned with economic problems is suggested.

Excellent coverage; the latest information in a world changing so rapidly as to make currency an almost impossible task.

The briefings on the rest of the Intelligence Community were of particular value since a great deal of the material was new and should be very useful. Enjoyed in particular the info on the NSC. This was also a particularly good time to receive the briefing on world affairs since this is such a sobering period.

This included excellent speakers, as well as some notable duds. But that's a reflection of the way it is. Some possible new speakers might be from the Hill, AEC, an active Ambassador, a Defense Attache, and a EEO Rep.

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DDO cont.

With the increased demand on the DCI to get the IC organized, the members of this class are certainly at an advantage over our colleagues for this insight into the state of the art as it now stands. Some trends emerged loud and clear 1) Kissinger is in the driver's seat and everyone works for him, for better or for worse 2) detente is still a fragile concept.

Very good.

Current IC confusion was well mirrored. While some speakers could be better (not everyone is as glib as Dick Scammon) the ability to see the IC relationships as they actually are comes through loud and clear. Most useful.

This was the most interesting and useful part of the course. I believe it deserves greater emphasis. We are being drawn more frequently into contact with other agencies on a business basis, and this presents us with a unique opportunity to view these other agencies in perspective. The NSC exposure is most important. A greater exposure to the military services would be very useful also.

Highly informative and worthwhile. Suggest more emphasis on this aspect in the future.

This was a most valuable part of the course. The speakers and the organizations they represented were well selected. Because DOD is such a large organization I suggest that the MCC have someone from the Secretary of Defense office as well as JCS.

Comments of DDS&T members:

The IC presentations were important and should have been expanded. Trends in world affairs could receive less attention to save course time for intelligence questions. Ecology and similar subjects are matters for self study.

The intelligence community presentations were a useful backdrop to introduce the discussions on world affairs. This latter block or phase was to me the most useful and informative phase. The Agency does not operate in a vacuum. To expand this in scope and length would be useful to the participants at this stage of their careers. If one is short for time, it seems reasonable to reduce the time on support functions. The IP's can serve as a good substitute. This phase could include speakers who see the Agency from the outside. Some suggestions would include academic, press, congressional, etc. The last speakers, R. Scammon, Claxton were in this mold.

Very sobering. This kind of information, although almost impossible to apply to everyday work problems, helps in an overall understanding of how the system works-- or does not work.

Balanced and complete. Would like to have heard more about how the IC Staff is going to allocate resources. Also, should include somewhere a briefing on ASW systems, as that is a subject of increasing interest.

The MCC experience will help to judge developments in this regard. The exposure to the rest of the IC and the external environment in which it must operate--governmental and private. I certainly benefited from this new perspective and anticipate being able to use it in my present assignment.

The increasing trends in collection of economic intelligence seems to me to pose a difficult--if not unsolvable--problem to the Agency--at what point does (Agency collect) economic intelligence "fill the tills" of the industry giants? A corollary might well be a question to the effect of - what happens if the Europeans object to the correlation of "economic intelligence" and "national security" (Poorly phrased corollary!)



Other Comments of DDS&T members:

Perhaps if outside speakers could come to [REDACTED], especially those from IC and the military services, we could get more from those relatively unfamiliar people. With our years of service, we have less need for informal sessions with our own Agency people. In general, I was very pleased with the Course. Its objectives were achieved, in my opinion, and our OTR monitors are to be commended. STATINTL

The course was very useful to me personally in better understanding the Agency. This is not a gratuitous comment for I really enjoyed the experience and opportunity.

I thought the morning "discussions" got off to a bad start with people not understanding what they were for. The mechanical note reading by designated monitors didn't go well at all, and the sessions didn't improve much until they became strictly informal. These sessions would probably go over better if they were described from the beginning as a running critique of the speakers for the course instructors' benefit.

Course is about the right length. Would eliminate the field trip, as I don't think it contributes to the objectives of the course. Fun but of questionable value. Would have not eliminated ORD, as that is where our new systems are coming from and they should have something interesting to say.

Emphasis to speakers to leave time for questions during presentation-- [REDACTED] Some questions are appropriate for formal atmosphere. Liked relaxed schedule, but it may have been a bit too relaxed at HQ. Might want to re-think this aspect of program. STATINTL

Suggest organization charts (with personalities named) be distributed to class. No more mention--except maybe in passing--than need be necessary. Students could raise any questions they may have. We are all intelligent enough to read them.

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DDS&T cont.

Individual presentation idea is excellent! Could stretch them out into last couple weeks. Should not bunch them up, however. Better to have them one at a time. !

In addition, to the obvious comments on the course, one thing stands out loud and clear, that is the opportunity it gave me to interrelate with so many fine people. I have immensely enjoyed this aspect of the course and anticipate that the professional and personal contact made during the past six weeks will continue to be of great value throughout the remainder of my Agency career.

I made a number of suggestions for changes in the curriculum in previous evaluations of the program. I will only repeat here a few of what I consider to be the more important ones.

1. By all means try to get Carl Duckett to spend an evening with future classes [REDACTED]
2. It would also be very useful to all concerned if the DCI could somehow find the time to spend such an evening with future classes.
3. Since our relations with the Congress are likely to become ever more critical with time, I believe future classes should be exposed to some speakers from the key committees and staff on the hill.
4. With the removal of the Grid for this course, some exposure to management theory and practice should be provided for future Midcareerists.
5. Keep up the good work.

STATINTL

The Agency speakers (in Part II on the IC), coupled with the individual presentations--IPs--is an extremely effective combination. I would hope that it be continued.

I wonder whether or not it would be more effective to have the Agency in World Affairs (Part III) presented before a detailed breakdown of the Agency (given in Part II). From my standpoint, this approach would have identified the forces and/or problems being exerted on the Agency. This in turn may aid in understanding the organization and/or objectives of the Agency. ?

DDS&T cont.

Overall evaluation--to quote a classmate: "I learn and hear more in this course than I really want to know." Some things are absurd, other encouraging; some things are sad, others delightful; some things border on incompetence, others are so professional that it's almost frightening, all in all--quite a course!

Comments of DDO members:

a. Participant selection: There seems to be a range in the criteria used by different directorates in selecting candidates. The DDO, for example, seemed to have an older group relative to the others. This may not be all bad, but there was a noticeable, indeed definite, continuation of parochial attitudes, i.e., DDO'ers classifying analysts as naive; DDI and DDS&T'ers classifying operators as out of touch with reality.

b. Speakers: The DDO was badly under-represented... more divisions should be included. In line with the one-agency concept, the least understood and possibly misunderstood part of the agency is the DDO--the course did not significantly change this impression by the non-DDO participants. [REDACTED] included in vi

STATINTL

Management Grid week should be continued as an integral part of Midcareer. Its success in self involvement is an major factor in class unity the remaining five weeks.

The class field trip should include more than one stop. Our trip to Huntsville failed badly in comparison to earlier classes; a comparison that will always occur.

Support of field trip could have been better. Class members could supply additional \$ if required for meals. Also class members could assist course managers in running the trip, if needed. Class contains much talent which could be utilized--even while in the student or learning mode.

DDC cont.

STATINTL { Class enthusiasm decreased in the environment of  
STATINTL { Room 1 A 07. Chamber of Commerce environment was better  
and [REDACTED] was the best (due to evening sessions). Perhaps  
four weeks at [REDACTED] and two at CofC would balance out. Certainly,  
we would have enjoyed, and gained from evening sessions with  
many of our non-Agency Community speakers.

Deputy Directors should be grouped together as top management; not scheduled separately. Comparison is unavoidable; and necessary.

I would say that the DDO tended to be underrepresented in terms of No. of speakers. While we seemed to have Reps from almost all the M&S offices, no one spoke from AF, NE, WH, etc. I really feel that some of these divisions might have something to offer. Perhaps a panel of Reps from these divisions might be interesting.

STATINTL { I forgot to mention in this morning's critique that  
[REDACTED] might be a good speaker.

Although a great deal of info of interest was obtained from the various speakers, associating with the members of the class was probably the most valuable aspect of the class. In short, this was six weeks well spent and I am glad to have had the opportunity to take the course.

A notable omission (unless I missed it in the Grid week) was an OTR presentation giving a picture of OTR's philosophy and the direction in which our training program is moving. What kinds of training is available? An OTR presentation need not be long but properly presented could be useful. It should include covert training programs.

( | Also suggest an active COS home on leave or TDY,  
present a picture of a (his) field station in lieu of an  
old hand who has now moved on to a senior position in the HQ  
hierarchy where he is likely to remain until retirement.

This time in the Agency's evolution is a great time personally to be involved in the Midcareer Course. What a terrific way to get an overview on how far we have and have not progressed to meet the changing circumstances which are affecting our Agency.

DDO cont.

Concerning morning critique sessions: in theory, a good idea--but usually class (and managers) fell to excessive criticism of speaker's personality, mannerisms, etc; with very little discussion of substance of his talk. If future classes are to continue the procedure, they should limit criticism/discussion mostly to substance--or else drop it, and use time for more individual class member presentation--they were very interesting and gave good insights into what different offices of Agency are doing.

Evening informal sessions are especially effective; these should continue if possible and be increased. However, it is a mistake to let curriculum committee people or others from OTR and other components come in to back, why? Because it inhibits speakers and class members in getting out really candid questions and candid answers. Example: Nelson's talk was severely inhibited by presence of 5 or 6 people who sat in back and made snide remarks and generally ruined atmosphere of candor and cohesiveness which group had developed.

Don't let energy crises or other pressures force any more of course back to HQ and away from the [redacted] Getting away [redacted] is a very key element in making the course a success. (Just as evening sessions are very important--because they let members "get at" speakers informally.)

STATINTL

STATINTL

Overall I found it to be an excellent course (well done to Wes, Henry and Mely)

The Agency should have a follow-up scheme to monitor midcareerists after the course (6months, 1 year--5years?) so that feedback in an organized way can be used to tailor the course for subsequent runnings. Our impressions after being back at work for a period of time might be of some value.

At [redacted] the long afternoon break is probably necessary. At HQ, the varied starting times, long breaks and lunch breaks, and early departures are annoying. There seemed to be a sense of drift, rather than focus as we (and the MCC 38) ran down.

STATINTL

DDO cont.

Keep getting chiefs (even if not too articulate) rather than glib staffers. Although as an ex-teacher of public speaking I suffered the tortures of the damned some hours, it is important that we see and hear what the leaders are like, rather than a sound-and-light show. All in all, a good course. I enjoyed it. Thanks.

On balance, the course achieved its objectives as far as my case is concerned. It stimulated my intellectual process, heightened my awareness of interest and external problems facing the Agency, enlightened me on a number of topical issues (energy, etc.), and will facilitate my functioning as a lower echelon manager. There is little doubt that it broadened my horizon, and remotivated me. My compliments to Mr. [REDACTED] for their administration of the course in a friendly, thoughtful manner. STATINTL

Having been a DDO case officer overseas for the better part of my career, I found the course to be excellent in content and scope. It has enabled me to focus more clearly on the intra-Agency relationship which, I admit, I had very little concept of prior to this course. The Course highlighted the over-all machinations of the intelligence community and just exactly where the Agency fits in to the totality. Furthermore, it has made me appreciate not only the DDO more than before, and my role in the DDO specifically, but also the role of the other Directorates and their important contributions to the Agency and the community. Very well done.

Comments of DDI members:

I came to the course with a cynical attitude. Everyone I know who had been through Midcareer had high praise for it. I did not think anything could be that good--but by God it was! Other than minor bitches about individual speakers or a complaint or two about the field trip--which I elaborated in another critique, and which probably won't apply to the next course anyway I have no bitches. I do wish Carl Duckett had deigned to come down from Mt. Olympus and speak to the gathered throng--otherwise--good job Wes and Henry. //

ADMINISTRATIVE - INTERNAL USE ONLY

DDI cont.

Overall, this is the most beneficial thing I've attended since I've been in the Agency in the sense of course objectives 2 & 4. I can only second what many others have said about making contacts and getting to know other people--excellent! The concept of "blocks" of Agency speakers addressing problems from top level to lower levels is well conceived, but you might want to consider having the [redacted] phase last and scheduling the outside-Agency Community speakers first, with possibly the Deputy Directors and Director last. To repeat my earlier suggestion: Try for tours of an Ops center: Agency, White House, etc.

STATINTL

My comments fall into five general categories:

STATINTL

1. [redacted] HQ: I found the 3 weeks at [redacted] much more enjoyable and beneficial than the 3 weeks at HQ/CofC.

STATINTL

2. Quality of Speakers: Generally, the speakers we had were good. There are, however, a number of guys who should be avoided or find substitutes for them.

3. Field Trips: This area was a big disappointment. Something more than an overnight trip to Ala. should be included.

4. Course Content: I strongly recommend--in vain I know--that the managerial grid be kept a part of the Mid-career Course. It is going to be hard to find an adequate substitute for what it does.

*Who?* 5. Course logistics etc: I thought the two moderators did a good job of herding 30 individuals. Just a couple of complaints--I dislike "gap filling" (last minute scheduling of a bad movie, e.g., when we had a cancellation) and I did not like the presence of OTR people or DDO not in the course who sat in on a few [redacted] sessions.

STATINTL

I found the class and the instructors so congenial that even the most boring lectures are easily forgiven. With only minor exceptions the course was stimulating and very worthwhile.

A couple of non-Government types on the Scammon order would be terrific. Few of our bureaucrats have that showmanship, unfortunately, and a speaker like that leaves a lingering glow.

ADMINISTRATIVE - INTERNAL USE ONLY

DDI cont.

It is a tribute to the overall concept of the course that I feel so positive toward it despite the consistently grim message conveyed by almost all the speakers.

Overall the course has been interesting and useful. One of the valuable parts of the course is the interchange between the students which is based on getting to know one another in the Grid section. Some way to get people well acquainted and interacting must be found since the Grid is being separated. Without this type of familiarity and interchange the course will founder. Maybe a field trip and/or lots of internal discussion on the Agency's other matters should be used to begin the course before any speakers are brought in. Possibly use at least two days for this and preferably three. Have lots of booze for this part.

If the Grid is out, you need something other than lectures to start out with. It was the Grid that got the group together. When I attended 3 weeks of speakers at the AIS, I knew about as many people when I came out as when I went in. Not true here--each of us knows the whole class well. Without the Grid, this might not have happened.

How about some evening sessions here as well as at the farm? Some of these speakers would be good to have in an informal session, if that's possible.

More time for Huntsville--more for the museum--less (none?) for MICOM. Feed the returning class!

Move the trip back to its old place in the last week. It's a good way to finish up.

More time needed for lunch when the class is at C of C minimum 1 1/2 hours. 2 would be better in view of distance to local restaurants and nonavailability of anything good on the spot.

Less coffee break time. Start later and finish earlier or add time at lunch. Who needs a 45 minute break after 15 minutes discussion in the morning? Or 15 Min. every 1-1/2 hrs?



DDI cont.

It would be interesting to call on the academic community and on some private business concerns in this world affairs section to give a really broad overview of how the world sees us. What problems we face in the whole, not just government, world. It would also be interesting to have a member of the news media give his views on the side of the press vis-a-vis the Agency.

Scheduling: The wind-down this last week has been pretty strong--why not have the field trip for this week?

Thanks for a stimulating and informative 6 weeks--I'd like to do it over again.

Comments of DDM&S members:

The Midcareer is an excellent course. The overview of the Agency received here is about as good as could be made available. In the interest of improvement, I would recommend two things:

A few of the speakers need to direct their presentation to Midcareerists. For example the CRS lecture was very elementary. All speakers should be advised that a group of this nature is looking for more substantive info.

With the curtailment of trips, it might be advisable to consider the elimination of duplicate coverage in a given area such as the NSC staff in order to cut down the course by one-week. The last week gave the appearance of being stretched with a few of the speakers given more time than they could possibly use.

Anyway an excellent course!!!

At this point in my career this was precisely the type of program I needed to give me a good understanding of the functions and relationships of the various offices and directorates within the Agency. I would particularly like to point out that I gained as much knowledge from the individual presentations of the class members as I did from the formal presentations. It has certainly broadened my perspective from the narrow view one tends to have working out of one office. It is truly the only time in my career

ADMINISTRATIVE - INTERNAL USE ONLY

DDM&S cont.

with the Agency when the normal security barriers have been lifted to allow one to understand how all the various pieces fit into the overall picture. I might also add that the World Affairs subjects covered were most appropriate in relationship to the Agency's role in international affairs.

*AM*  
In administering this course, I would like to suggest that more reading material could be made available pertaining to subjects that will be discussed, in order that one can get some background on the subject before the presentation is made. Also, as you know, some of the charts that were handed out need to be updated.

One of the most informative portions of the Midcareer Course was the individual presentations. I enjoyed these very much and these should be retained as a part of the course and possibly expanded to allow some to have more time for their presentations as some were cut short because of the 30 minute time restriction.

The choice of locations was very good, not spending too much time at any one location.

My overall opinion of the course is that it is very well worth the time and effort put into it and I have benefited from it.

The most important thing I take away from this six weeks is what I have learned from other members of the class with regard to attitudes, new insights, and friendships. Individual presentations played a large role in helping me to better understand the Agency as a whole.

For the most part the selection of speakers, the format, and administration has been excellent through out, with one exception (those 8:00 am classes [REDACTED]). It certainly gave the class a broader understanding of the intelligence Community--and most importantly the atmosphere--one must operate in today in order to survive. Having participated in several OTR courses, this one by far was the most professionally organized.

STATINTL

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MIDCAREER COURSE

NO. 38

OPENING DAY

DCI Conference Room

PHASE I

THE MANAGERIAL GRID



25X1A

PHASE II

THE AGENCY



25X1A

Headquarters

Opening Day 24 October 1973  
Phase I 28 October-2 November 1973  
Phase II 4-21 November 1973

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E-2 CL: 011208

MIDCAREER COURSE

NO. 38

CHAIRMAN:

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063

25X1A

CO-CHAIRMAN:

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2351

25X1A

TRAINING ASSISTANT:

[REDACTED]  
Room 933, Chamber of Commerce  
Extension 2063

25X1A

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FOREWORD

The Midcareer Course is the product of the determination at the highest levels of the Agency that promising officers be given an opportunity to widen their understanding of current developments and problems in the Agency and the Intelligence Community, and of major issues facing the Government, especially in the international field, as well as to introduce them to some management concepts.

Phase I of the Course consists of a study of "The Managerial Grid" as a framework for understanding and applying effective managerial behavior. It provides an opportunity to examine individual assumptions and to practice selected skills.

Phase II deals primarily with the functions, relationships, and problems of various Agency components.

During the final portion of the Course, Phase III, attention is focused primarily upon the activities of certain other organizations in the Intelligence Community, and on major developments and trends in World Affairs impinging on intelligence.

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## MIDCAREER COURSE OBJECTIVES



1. To inculcate pride in the professionalism of the Agency and its work.
2. To widen perspectives beyond one's own job and experience.
3. To create team spirit through greater knowledge of the missions, functions, personnel and problems in other offices.
4. To provide greater knowledge of other Community agencies.
5. To provide greater knowledge of international affairs and domestic matters as they pertain to foreign relations.
6. To provide new insights into managerial styles and problems.
7. To remotivate mid-grade officers for taking on new responsibilities.

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WEDNESDAY, 24 October 1973  
(DCI Conference Room, 7 D 64)

INTRODUCTION TO THE COURSE

1300	Registration		
1315-1415	Introduction to the Course	<div data-bbox="1079 682 1274 724" style="background-color: black; width: 120px; height: 20px;"></div> Chairman, Midcareer Course II/MC	25X1A
		<div data-bbox="1071 840 1437 882" style="background-color: black; width: 225px; height: 20px;"></div> Co-Chairman, Midcareer Course II/MC	25X1A
		<div data-bbox="1079 997 1421 1039" style="background-color: black; width: 210px; height: 20px;"></div> Instructor, Management Training Faculty	25X1A
1500	Welcoming Address		
		Lieutenant General Vernon A. Walters Deputy Director of Central Intelligence	
1530	Special Clearance Briefings	<div data-bbox="1071 1323 1347 1354" style="background-color: black; width: 170px; height: 15px;"></div> Security Officer, OTR	25X1A

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PHASE I

THE MANAGERIAL GRID

*Almost a thousand Midcareerists have started their course with the Managerial Grid and the overwhelming majority has found it useful as a complete change of pace, an icebreaker, and an eye opener to a variety of managerial styles. Most of these will be recognizable to you among those used by your colleagues; by the end of the week you may find you view your own style in a different way. The week is intensive with a large amount of active participation on your part. Our advice is "contribute and profit."*

Sunday, 28 October 1973

25X1A

1415 Arrival [REDACTED]  
1515 Welcome to [REDACTED] and Security Briefing (Please convene in Classroom 11 -- CR-11)  
1600 Open House ([REDACTED])  
1700 Dinner (Mess Hall)  
1830 Grid Work

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Monday, 29 October through Thursday, 1 November

0800-2200 Grid Activities (Finishing times each evening depend on the individual teams. A detailed schedule for the week will be posted in CR-11).

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Friday, 2 November 1973

0800-1200      Grid Work

1200            Lunch

1300-1430      Complete Grid Work

1430            Briefing for Phase II

1500            ETD for Drivers and Passengers

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SUNDAY, 4 November 1973

25X1A

1200-1930 Arrive

25X1A

1630-1730 Mess Hall open for Dinner

1730

25X1A

*Your predecessors in this course  
frequently have said that one of the  
greatest benefits of the course is the  
interaction among the class members,  
and so first, we introduce ourselves...*

1930-2130 Class convenes at  
for informal session and  
introductions

25X1A

25X1A

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MONDAY, 5 November 1973

25X1A

PHASE II--THE AGENCY

We now move into Phase Two--an examination of the organization, mission, role, and functions of the Central Intelligence Agency. Since most of you have spent the first one-half of your careers in one Directorate, some in one office or division, and even a few in one branch, our intent in this phase is to open the Agency to your view and inspection, to broaden your perspectives of the operations of other offices and Directorates, and to offer you new insights into how your job relates to the larger picture of the intelligence process.

0800-0850 Convene in Classroom 11 (CR-11)  
Course Administration

0900-0940 Reading

Block I--Overview  
Management of the Agency

The first block of this Phase presents an overview of the Agency and its management and sets the stage for much of what is to follow. You will gain insights into high level managerial issues which face the Agency and the intelligence community, and discover current planning and budgetary management practices and problems. You should also gain an appreciation for the state of Agency relations with Congress and the press as well as some insights into personnel, security, medical, logistical and financial policies and problems. Most important, however, you will have an opportunity to talk informally with the speakers about broad issues before getting into the functional "nuts and bolts" of Agency operations.

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25X1A

MONDAY, 5 November 1973

1030-1200

~~0945-1115~~ "The Agency and the  
Intelligence Community--  
Developments and Problems"

~~Charles Briggs~~  
~~Director of C/OPS GROUP,~~  
Planning, Programming  
and Budgeting

25X1A

To open this portion of the course,  
we have a man who from his position  
knows more about the problems we face  
and where we are headed than most.  
He will bring us up to date on the  
latest organizational changes and  
management concepts from both the  
perspective of the Agency and IC  
Staff and will describe how the  
IRAC works. He will also discuss  
budget management problems and  
trends in resources allocation.

~~1130-1200~~ Individual Presentation *Postponed*

Lunch (normal mess operating  
hours 1130-1245)

1300-1400 "The Agency's Relations  
with Congress"

John Maury  
Legislative Counsel

In the long continuing struggle  
between the executive and legisla-  
tive branches of our government,  
the Agency sits in an unusual, if  
not unique position. As counselor  
to three Directors, our speaker  
will review congressional  
relations, describe the mechanisms  
responsible for supervision and  
share his impressions of the  
atmosphere in Congress toward the  
Agency in this time of change.

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MONDAY, 5 November 1973

25X1A

1415-1515 "The Agency's Relations  
with the Press"

Angus Thuermer  
Assistant to  
the Director

*The problem of the Agency's image  
as reflected in the press is of  
concern. Our speaker will discuss  
the various aspects of the problem  
and how the Agency deals with it.*

Dinner

1900-2100 Evening Session -

Charles Briggs  
John Maury  
Angus Thuermer

*During this informal session you  
will have an opportunity to ask  
questions of today's guest  
speakers.*

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TUESDAY, 6 November 1973

25X1A

0800-0900 Discussion Class and Staff

0910-0940 Individual Presentation

0945-1045 "Personnel Management and Problems" John Blake  
Director of  
Personnel

*The Director of Personnel will tell us how we stand since the reductions and offer his views on what the future holds. He will cover other facets of personnel management such as recruiting, career development, personnel actions, fitness reports, minority problems, career services, upward mobility and interdirectorate and office assignments.*

1100-1200 "Security in the Agency Today" Howard Osborn  
Director of  
Security

*The problem of keeping classified information secure at Headquarters and overseas is becoming increasingly complex. Here in the US leaks to the press, bomb threats, increased drug incidence among young people, and political radicalism, all affect Agency security. Overseas security is being challenged by more sophisticated opposition. The Director of the Office of Security will discuss the impact of such developments on personnel, technical, and physical security requirements.*

Lunch

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TUESDAY, 6 November 1973

25X1A




1315-1515 "The Agency's Medical Services"



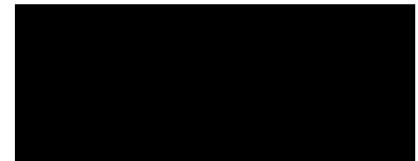
~~Dr. John Tietjen~~  
~~Director of~~  
~~Medical Services~~

25X1A

*Besides that complete physical you had when you EOD'd, the medics do a lot more. There are psychiatrists and psychologists you or your family may consult. They also do intelligence research on operational targets and for VIP's. The Operations Division handles field cases and provides medical support on a world-wide basis.*

 Chief, Psychological Services Staff

25X1A




25X1A

Selection Processing Division

25X1A

Dinner

1900-2100 Evening Session - 

*You again have an opportunity to get together with the day's speakers in an informal atmosphere and ask questions.*

John Blake  
Howard Osborn  
~~Dr. John Tietjen~~

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WEDNESDAY, 7 November 1973

25X1A

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

0945-1045 "Logistical Support of  
the Agency's Activities"

Francis Van Damm  
Director of  
Logistics

*Logistics has changed its emphasis greatly since the winding-down of activity in Southeast Asia and the present disinclination of the Administration to engage in any more large scale [REDACTED] ventures. These changes in emphasis and their effects will be described for us as they have become part of the "new look" in the logistics field.*

25X1A

1100-1200 "Financial Operations  
in the Agency"

Thomas Yale  
Director of  
Finance

*Financial operations within the Agency are complex and must be carefully controlled. Our speaker will present an overview of how the Agency controls its funds. The Office of Finance, like many others in the Agency, has had to reorganize itself in order to do more with less. Our speaker will describe the ways in which it has gone about accomplishing this objective, including simplifying and streamlining procedures and greater use of computers to replace people. He will also discuss the increasing requirement for finance officers to become more versatile and more able to perform generalist tasks in a station.*

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WEDNESDAY, 7 November 1973

25X1A

1500 Lunch  
1300-1430 Individual Presentations  
Social Hour and Dinner  
1900-2100 "Overview of the Directorate  
of Operations"

William Nelson  
Deputy Director  
for Operations

*We turn now to the Directorate of Operations and the vital and integral role clandestine collection plays in the intelligence process. This presentation will consist of a broad overview of the DDO, preliminary to a more detailed examination. Among the topics and issues to be explored are the recent organizational changes, the rationale behind these changes, current and future emphases in clandestine collection, and finally, the long-term outlook for the operations directorate.*

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THURSDAY, 8 November 1973

25X1A

<sup>15</sup>  
0800-0900 Discussion Class and Staff  
<sup>25- 55</sup>  
0910-0940 Individual Presentation


Block 11--Collection

*Intelligence collection rests at the base of the intelligence process where the most money and manpower is expended. We begin with the area of human collection for which the Agency has a unique responsibility. We will then look at technical collection systems of today and those we can expect tomorrow and relate the impact of these on us all as intelligence officers. We will see how human and technical intelligence interact and complement each other. The role requirements play in the collection will also be described.*

<sup>1000-1135</sup>  
~~0945-1115~~ "Field Station Activities"

  
Chief, Services Staff

25X1A

*How a typical field station is organized to accomplish its objectives, how it receives and acts on new requirements for both FI and  activities and how it interacts with headquarters are some of the questions which will be considered by the speaker. He will also describe the relationship of CIA with other US overseas representation, particularly the State Department, where there is some overlap of reporting responsibilities.*

25X1A

<sup>4</sup>  
1100-1200 Individual Presentation

Lunch

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25X1A

THURSDAY, 8 November 1973

1300-1400 "The Soviet Union"

Chief, SB Division

25X1A

*Despite the recent trends toward more cordial relations between the USSR and the US, the Soviet Union remains an important rival of the US. The Chief of the Soviet Bloc Division will describe to you the collection activities and targets, and he will give his views of the problems and prospects for recruitment of Soviet citizens during the decade of the Seventies.*

25X1A

1415-1515 "China"

*An officer from DDO's China Operations will describe the collection activities against the Peoples Republic of China. He will cover the status of China as an intelligence target, analyze the impact of more recent international events on collection activities--the border clashes with the USSR and the President's visit to the mainland--and indicate the level of the DDO collection effort against the PRC.*

25X1A

Dinner

1900-2100 Evening Session -

25X1A

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SUNDAY, 11 November 1973

[REDACTED]

25X1A

1200-1930 Arrive at [REDACTED]

25X1A

1630-1730 Mess Hall open for Dinner

1730 [REDACTED]

1930-2130 Individual Presentations

25X1A

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MONDAY, 12 November 1973

25X1A

0800-0830 Discussion

Class and Staff

0840-0940 Panel Discussion

4 Class Members

~~1015-1200~~

~~0945-1115~~ "The Office of Development  
and Engineering" (Arena A)

25X1A

~~Les Dirks~~  
~~Director of~~  
~~Development and~~  
~~Engineering~~

*C/Design + Analysis  
Div., OD+E*

*The principal exotic systems now in use will be described so laymen can understand what they do, how they do it, what the product is and how it is used. We will also hear of the technical achievements that lie just ahead and for which we should be getting ready now before they overwhelm us.*

~~1130-1200~~ Individual Presentation

Lunch

<sup>05</sup>  
~~1300-1430~~ "ELINT Activities"

James Hirsch  
Director of ELINT

*What is ELINT? A conducted tour around the world of US ELINT facilities,*

25X1A

*will be an important part of this presentation. Special programs and future capabilities will be covered, as well as how actual operations are carried out.*

25X1A

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MONDAY, 12 November 1973

25X1A

Block III--Intelligence Production

The final step in the intelligence process is the production of finished intelligence. During this Block we consider four types of finished intelligence--scientific, military, economic and political. Attention will also be given to the requirement process.

30- 30  
1445-1545 "The Office of Weapons  
Intelligence

David Brandwein  
Director of Weapons  
Intelligence

The newly formed Office of Weapons Intelligence is an important producer of finished intelligence for the DDS&T. A top missile intelligence specialist will discuss the ways in which OWI uses

25X1B

given of actual cases.

25X1A

Dinner

25X1A

1900-2100 Evening Session -

Les Dirks  
James Hirsch  
David Brandwein

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25X1A

TUESDAY, 13 November 1973

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

0945-1045 "New Emphasis on  
Economic Research"

Maurice Ernst  
Director of  
Economic Research

*The deteriorating position of the US in the world economy is a problem which has had a particular impact upon the operations of the Office of Economic Research. Our guest will describe how the policy maker's interests in economic intelligence have shifted and how OER has met the new and increasing demands for finished economic intelligence. He will discuss the organizational changes OER has made, as well as the changes in its requirements for intelligence collection.*

1100-1200 Individual Presentations

1300-1400 "The Agency's Role in  
Current Intelligence"

Richard Lehman  
Director of Current  
Intelligence

*One of the major missions of the Agency is to provide rapid world-wide intelligence reporting and analysis for the highest policy-making levels, including the President. The Director of OCI will relate how his Office meets this current reporting function and describe the problems, both substantive and organizational, which OCI faces in satisfying this requirement.*

25X1A 1415-1515 Panel Discussion - [REDACTED]

Maurice Ernst  
Richard Lehman

CONFIDENTIAL

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TUESDAY, 13 November 1973

25X1A

Dinner

30 - 30  
1900-2100 "An Evening with the Deputy  
Director for Intelligence"

Edward Proctor  
Deputy Director  
for Intelligence

*In an informal evening session, the Deputy Director for Intelligence will share his perspective on the issues and problems which currently confront his Directorate. In this broad overview, he will cover the changes and innovations which have already been made in the organization of the Directorate and in its intelligence product, as well as additional alterations which may yet be undertaken. He also wants to have an informal exchange of views on the relationship of the intelligence producers to both the intelligence collector and the consumer of finished intelligence.*

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WEDNESDAY, 14 November 1973  
[REDACTED]

25X1A

*Block IV--Supporting Our Intelligence Tasks*

*Intelligence collection and production require a variety of support mechanisms. You will hear first about the assistance provided to the producer by the photographic interpreter. We will then take a break for a day's visit to a major naval installation [REDACTED]. Support will get further attention during the following three days when you will learn about budget preparation, central reference services, computer support and Agency communications. You will also visit the office which has primary responsibility for supplying technical hardware for operational use.*

25X1A

1300-1430 "Developments in Photographic Intelligence" (Arena A)

John Hicks  
Director, National  
Photographic  
Interpretation  
Center

*Photographic interpretation is a major category of intelligence which is new to many of you. Although NPIC is predominantly a processor, it is closely involved with research and development personnel, collectors, and producers. It provides a mass of critical information for use in the finished intelligence product and in the decision-making process. We will hear the PI story from requirement to report.*

1445-1545 Panel Discussion

4 Class Members

Dinner

1900-2100 Evening Session - [REDACTED]

Hank Knoche  
Karl Weber  
John Hicks

25X1A

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WEDNESDAY, 14 November 1973

25X1A

0800-0900 Discussion

Class and Staff

0910-0940 Individual Presentation

0945-1045 "The Agency's Responsibility  
in Strategic Research"

Hank Knoche  
Director of  
Strategic Research

*The speaker will progress from a broad definition of "strategic intelligence" to a specific consideration of OSR's role in the production of military intelligence, differentiating its efforts in this field from that of other Agency and non-Agency components. He will discuss a number of topics, including the following: current research priorities and the effect on these priorities of recent international developments such as arms regulation and improved relations with the USSR and China; the major inputs into OSR's product; and its role in producing national intelligence estimates and net assessments.*

1100-1200 "The Office of Scientific  
Intelligence"

Karl Weber  
Director of  
Scientific  
Intelligence

*The focus of this presentation will be upon the function of the Office of Scientific Intelligence as a producer of finished intelligence reports. A representative from OSI will discuss the functional and geographic areas of concern to this office, the relationships with other producing components in CIA and in the Intelligence Community, current priorities, and the types of finished intelligence produced by its various components.*

Lunch

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THURSDAY, 15 November 1973

0800-0830 Film: "Ultimate Machine"

0845-0915 Film: "Future Shock"

0930-1130 "The Challenge of  
Change to CIA"

  
Special Assistant  
to the DDS&T

25X1A

*Throughout this course you have heard about the changes which are taking place in the Agency, the Community, and the world around us. Our speaker will argue that the source and driving force behind these changes is science and technology, and these changes will pose a strong challenge to us as an agency. He will describe some of these changes, look at what additional things are coming down the pike, and relate them to our activities.*

Lunch

1300-1445 Individual Presentations

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FRIDAY, 16 November 1973

25X1A

0800-0900 Discussion Class and Staff

0910-0940 Individual Presentation

0945-1145 "PPB in the Agency  
Environment"

25X1A

*The planning, programming and  
budgeting cycle is something which  
has an impact on all of our activities.  
Our speakers will describe the origins  
of this cycle and how it has been  
applied in the Agency and show how the  
cycle works.*

Office of Planning,  
Programming and  
Budgeting

Lunch

1300 ETD

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MONDAY, 19 November 1973  
(Headquarters, Room 1 A 07)

0830-0900 Discussion

Class and Staff

0915-1015 "Processing Intelligence:  
The Role of Central  
Reference Service"

Harry Eisenbeiss  
Director, Central  
Reference Service

*The Central Reference Service provides a set of utilities in support of intelligence production and operations. Our speaker will discuss information flows into the Agency, the change in the flows over time, processing of the information for future retrieval, efforts to improve the system and your abilities to use or modify the CRS service.*

1030-1145 Tours\*

Lunch

1330-1445 Tours\*

1500-1600 "Developments in Data  
Processing"

*acting* Deputy Director,  
Office of Joint  
Computer Services

25X1A

*You have now had an opportunity to see some of the computer applications in the Agency. Increasing amounts of resources are being allocated to computer equipment while people are being pushed out of the headquarters building. The Office of Joint Computer Services, recently re-organized and transferred to the DDM&S, has responsibility for the investment in equipment, as well as for developing new programs and systems. Current computer systems and their capabilities, and future computer systems and their potential are topics to be addressed by the speaker.*

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MONDAY, 19 November 1973

\*You will have a choice of visiting two of the following computer areas:

Management Assistance Program (MAP)

OJCS Remote Terminal Room

OBGI Cartography Mapping Computer/OSR Quiktrak

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TUESDAY, 20 November 1973  
(Headquarters, Room 1 A 07)

0800-0900 Discussion

Class and Staff

0915-1045 "Developments in Agency  
Communications"

~~Director of CHIEF,~~  
Communications Ops

25X1A

*Communications are a vital link in all activities of the Agency, both at Headquarters and overseas. Our speaker will describe the various forms of communications handled by his office, the types of equipment employed, and the outlook for the future in terms of advancing technology.*

~~1025-1110 "Communications Operations"~~

~~Chief, Communica-~~  
~~tions Operations~~

25X1A

*The Agency maintains a world-wide network of communications for both staff and covert operations. Advanced technology has supplanted much of the sometimes cumbersome equipment used in the past. Our speaker will discuss these operations and the use of the new generation of equipments and techniques now being employed.*

<sup>00</sup>  
~~1115-1200~~ "Communications Engineering"

~~Chief, Communica-~~  
~~tions Engineering~~

25X1A

*The application of modern technology to a wide range of communications problems has been the responsibility of the Office of Communications for a long time. Our speaker will describe changes which have occurred recently in this area and the office's current and projected activities in the engineering field.*

Lunch

1300-1330 Course Administration

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TUESDAY, 20 November 1973  
(Headquarters, Room 1 A 07)

1330-1515 Individual Presentations

1530 "The Management and Services  
Directorate"

Harold Brownman  
Deputy Director  
for Management  
and Services

*You have now seen and heard from most of the Offices in the DD/M&S. The Deputy Director will take a longer view of the Directorate's role in the Agency. He will discuss its management responsibility in a period of shrinking resources and constraints on the services the Directorate provides the Agency and its people.*

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WEDNESDAY, 21 November 1973  
(Local Field Trip)

0745 Car pools assemble at far end of  
Lanes E-F, West Parking Lot

0800 Depart Headquarters

0900-1000 "Technical Services in  
Support of Operations"

*JOHN McMAHON*

  
Deputy Director of  
Technical Services

25X1A

*The Office of Technical Services  
primarily provides technical support  
to operations of the DDO. You will  
have an overview of these activities  
and then tour OTS facilities to learn  
of the kinds of equipment and support  
which the Office can supply*

1000-1130 Tours of Laboratories  
Buffet Lunch

OTS Staff

1230-1430 Tours Continued

OTS Staff

1430-1500 Questions and Answers



25X1A

1515 ETD

*JOHN McMAHON*

CONFIDENTIAL

MIDCAREER COURSE

NO. 38

PHASE III

THE INTELLIGENCE COMMUNITY

AND

WORLD AFFAIRS

Chamber of Commerce Building  
Monday-Thursday, 26-29 November 1973

Huntsville, Alabama Field Trip  
Thursday-Friday, 29-30 November 1973

Headquarters  
Monday-Friday, 3-7 December 1973

PHASE III

26 November - 7 December 1973

CONFIDENTIAL

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MONDAY, 26 November 1973  
(Room 1001, Chamber of Commerce Building)

0800-0900 Phase II Evaluations

PHASE III--THE INTELLIGENCE COMMUNITY AND WORLD AFFAIRS

Having received a sampling of management styles and problems in Phase I, and a detailed look at the Agency in Phase II, we turn to the environment in which we operate. We will have speakers from the other members of the Community, collectors, producers and users, and then turn to some major problems and areas that are important today and likely to become more so as we cope with what Toffler terms "Future Shock."

0915-1015 "Varying Views of the Agency"

 25X1A  
Briefing Officer,  
OTR

First a wrap-up on the Agency with emphasis on its position as first-among-equals in the Community. In 2 1/2 weeks you have heard from some 60 Agency speakers, including class members. While this array has not been all-inclusive, most components have been covered. Our speaker will bring this perhaps kaleidoscopic picture into focus and report how we appear to both ourselves and to various "outsiders" as well.

Block I--The Intelligence Community

Now that you all have acquired a common base of knowledge regarding the Agency and its components, we turn to that amalgam known as the Intelligence Community. We will have speakers representing most of the other members of the Community who will give us insights into the problems they face, both internally and with respect to each other.

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MONDAY, 26 November 1973  
(Room 1001, Chamber of Commerce Building)

1030-1200 "The Intelligence Community Staff"

Major General  
Daniel Graham  
Deputy to the DCI  
for the Intelligence  
Community

*With the Director's additional responsibilities regarding the Community comes a new importance to the DCI's Intelligence Community Staff. Its numbers and makeup have changed to reflect the new thrust. We will hear of its four groups and their missions, functions, and personnel and their relationship to the Agency and other Community members.*

Lunch

1300-1430 "The Intelligence Community  
and the Problem of Resources"

25X1A  
[REDACTED]  
Chief, Planning *Collection*  
and Evaluation + *Processing*  
Group, IC Staff

*Limitations on intelligence resources, including dollars, are forcing the intelligence community to review its use of these resources. Our speaker will describe how his organization looks at collection resources, the information obtained and the value of these data to the consumer. He will also present his views on the impact of technical collection systems now under development upon the resource allocation problems.*


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MONDAY, 26 November 1973  
(Room 1001, Chamber of Commerce Building)

1445-1615 "The National Security Agency"

25X1A

 Assistant Deputy  
Director for  
Operations, NSA

*Our sister agency at Fort Meade is the principal US organization in the SIGINT field. The speaker will discuss NSA operations, particularly the effect of advancing technology on their activities. He will also describe areas of mutual concern and expectations for the future.*

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TUESDAY, 27 November 1973  
(Room 1001, Chamber of Commerce Building)

0800-0845 Discussion

Class and Staff

0900-1030 "The Defense Intelligence  
Agency"

Major General  
Howard P. Smith  
Deputy Director  
for Intelligence,  
DIA

*How well is our military counterpart doing in coordinating DOD intelligence functions? Are the areas of overlap undesirable duplication or desirable redundancy? What changes are being made? What does the future hold for DIA in its relations to CIA and the other members of the Community? These are some of the questions to which our speaker will address himself.*

1045-1215 "State's Role in Intelligence"

David Mark  
Deputy Director,  
Bureau of Intel-  
ligence and Research,  
Department of State

*State is the oldest government unit with foreign policy responsibilities. Although small in size, INR has a strong voice in the Community, not only on political intelligence, but on economic, scientific, environmental, social and military as well. Our speaker will elaborate on the role of INR in the Community with particular regard to relations with the Agency, at home and abroad.*

Lunch

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TUESDAY, 27 November 1973  
(Room 1001, Chamber of Commerce Building)

1400-1500 "Treasury's Role in the  
Intelligence Community"

William Morell  
Special Assistant  
to the Secretary of  
the Treasury for  
National Security

*Treasury is the newest member of the United States Intelligence Board, having joined the Board two years ago in recognition of the unique contribution intelligence can make to international economic affairs. Our speaker will discuss Treasury's role in this sphere and the kinds of information the intelligence community can provide for the successful conduct of US international economic policy.*

1515-1630 "The FBI and Intelligence"

 25X1A  
Chief, Counter-  
intelligence Branch,  
Intelligence  
Division, FBI

*Some questions arise concerning the FBI and intelligence: Where and how does one draw the line between foreign and domestic intelligence? What are the areas of contact between the Bureau and the Agency? How are relations between us now and how does it look for the future? How does the new Director at the FBI view his Community responsibilities? Our speaker will answer these questions and others pertaining to FBI/CIA and FBI/Community relations.*

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WEDNESDAY, 28 November 1973  
(Room 1001, Chamber of Commerce Building)

0920

~~0830~~

Bus from Chamber of Commerce Building

(Meet at Woodrow Street Entrance)

25X1A

55-1200

~~0900-1130~~ "The Imagery Analysis Service"

George Allen  
Director, Imagery  
Analysis Service

*The Director of IAS will discuss its role in support of the SALT negotiations, as well as its other activities in the support of intelligence production and operations components of the Agency. You will also have an opportunity to visit individually with PI analysts from a geographic or functional area of your own choosing.*

1200

Tour and Visit with Analysts

~~1130~~

Lunch ( [REDACTED] Cafeteria)

25X1A

1230

Bus to Chamber of Commerce Building

1300-1330

Course Administration

1345-1515 "The National Security Council  
Under the Nixon Administration"

Lieutenant Colonel  
Donald Stukel  
National Security  
Council Staff

*The NSC mechanism works differently under every President. Our speaker will tell us how the current system works and how it is evolving, who the personalities involved are and where there are areas of interreaction that need improvement. The speaker will give us the White House view on priorities for the immediate future and for the longer range.*

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WEDNESDAY, 28 November 1973  
(Room 1001, Chamber of Commerce Building)

1530-1700 "The President's Foreign  
Intelligence Advisory Board"

Wheaton Byers  
Executive Secretary,  
PFIAB

*To conclude our look at the intelligence community we will hear about the Board which oversees US foreign intelligence activities. Our speaker will discuss the present membership of the Board, the kinds of activities it looks into, and how President Nixon uses the Board in comparison with other Chief Executives. He will also give us his views of what the future may hold for this advisory organization.*

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THURSDAY, 29 November 1973  
(Room 1001, Chamber of Commerce Building)

0845-0945 Discussion

Class and Staff

Block II--The Changing World of Intelligence

*The international environment within which the Agency operates has undergone some important changes in recent years. National security as a national objective has undergone some changes in the 70's; whereas the Soviet threat used to be regarded as paramount, now new powers and threats are emerging. National welfare in a world of scarce resources and keen economic competition is demanding its share of attention among U.S. international objectives. It is the purpose of this Block to bring you up to date on these changing national concerns, affected by world developments, and to suggest the impact of such developments upon the work of the Agency.*

1000-1130 "World Problems:  
A Perspective"

Vice Admiral  
John P. Weinel  
The Assistant to  
the Chairman, Joint  
Chiefs of Staff

*This presentation will be a broad overview of world problems which confront the US today, and are likely to be important in the 70's. While the importance of the bipolar US-Soviet relationship in world affairs continues, we must focus also on the other emerging centers of power and the impact of the multipolar world on the US in particular. Our speaker will explain how the JCS looks at these problems and how the Staff's input to US policy formulation is made.*

Travel to Headquarters and Lunch

1300-1345 Bus to Andrews Air Force Base

1400 EST-1530 CST Flight to Huntsville, Alabama

1600 Tour of Alabama Space and Rocket Center

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FRIDAY, 30 November 1973  
(Redstone Arsenal, Huntsville, Alabama)

0830-1240	Marshall Space Flight Center Briefings and Tour
	Lunch
1330-1610	US Army Missile Command Briefings and Tour
1630 CST-2000 EST	Flight to Andrews AFB
2015-2100	Bus to Headquarters

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MONDAY, 3 December 1973  
(Room 1 A 07, Headquarters)

0845-0945 Discussion

1000-1130 "Prospects for Soviet-  
American Relations"


*The detente between the US and the USSR is one of the apparent cornerstones of new world relations. Our speaker will examine for us the current state of US-USSR relations and whether or not the detente is real. He will assess trade as a possible lever to accomplish some of our aims and evaluate the prospects for mutual and balanced force reductions (MBFR). He will also discuss our respective roles in the Middle East and their effect on our relations in other parts of the world.*

Lunch

1300-1430 "The Outlook for China  
in World Affairs"

*China's willingness to open relations with the US suggests that Peking, while remaining intractably hostile toward the USSR, will play a far different role in world affairs in the 70's than in the previous two decades. A leading China scholar will analyze China's perception of the world and the emerging lines of its foreign policies, strategic aims and regional goals--with particular attention to the Soviet Union and the US. He will also identify contemporary forces of continuity and change at work in China.*

Class and Staff

 25X1A  
~~National Intel-  
ligence Officer  
for the USSR~~

SLATOR BLACKISTON  
OEA - State

Richard Solomon  
Senior Staff  
Member, National  
Security Council

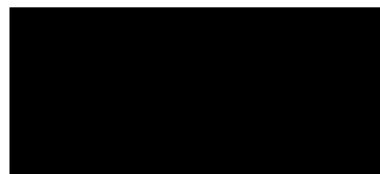
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MONDAY, 3 December 1973  
(Room 1 A 07, Headquarters)

1445-1615 "SALT: Stabilizing the  
Arms Race"

A prime question for future US-Soviet relations is whether the competitive aspects of the arms race can be brought under control. The 1972 ABM Treaty and Interim Agreement were a first step. Our speaker will describe what these accords provide, what they mean in terms of stabilizing the arms race and what needs yet to be done. He will describe how the Agency supports the SALT talks while they are in progress, and how the Community carries out its verification responsibilities covering the initial agreements, advising policy makers of possible future arms limitation options, and alerting them to possible violations.



25X1A

*NIO for Strategic  
Research*

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TUESDAY, 4 December 1973  
(Room 1 A 07, Headquarters)

0830-0930 Discussion

Class and Staff

0945-1115 "Energy: Challenge of the 70's"

James West  
Staff Assistant  
to the Assistant  
Secretary for  
Energy and Mineral,  
Department of the  
Interior

As the most technically advanced nation, the US consumes the most energy. We now must compete in a world-wide market where the number of competitors is growing while ready supplies are decreasing. This presentation will focus on the impact of dwindling energy supplies on the traditional patterns of international politics, regional groupings and alliances. The speaker will illustrate how traditional US policy objectives can come into conflict with the necessity for maintaining supplies of energy.

1115-1200 Course Administration

Lunch

1300-1430 "International Politics  
and Environmental Problems"

The deterioration of the fragile ecological balance is a problem which confronts all of mankind and yet is susceptible to solution only by nations acting in concert. A member of the US delegation to the international environmental conference in Stockholm ~~last year~~ will discuss conference results. Emphasizing the politics of environment, he will contrast US perceptions of the problem, policy options, objectives and aims with those of other nations. Our guest will also share his views on the role intelligence may come to play in supporting the policy maker in this important area.

1445 - 1545 "The NIO System"

~~Slator Blackiston~~  
~~Office of Environ-~~  
~~mental Affairs,~~  
~~Department of State~~

25X1A

~~To be announced~~  
~~Dep. Dir. for NIO's~~

25X1A

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WEDNESDAY, 5 December 1973  
(Room I A 07, Headquarters)

0815-0915 Discussion

Class and Staff

0930-1200 Panel Presentation

Ambassador  
Lewis Hoffacker  
Cabinet Committee  
on Terrorism

"Terrorism: A New Dimension  
in World Affairs"

*A panel composed of officers closely involved with the terrorism problem will analyze this phenomenon from several perspectives. A representative of the Cabinet Committee on Terrorism will give the White House perceptions of the threat to the US and the government's policies aimed at thwarting terrorist activities. A representative from the State Department, whose members have been a principal target of terrorists, will describe what is being done to combat terrorist acts. Finally, an Agency specialist in international terrorist activities will describe our role in this difficult area.*

G. Marvin Gentile  
Deputy Assistant  
Secretary for  
Security, Depart-  
ment of State

 25X1A  
Chief, International  
Terrorist Group

Lunch

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WEDNESDAY, 5 December 1973  
(Room 1 A 07, Headquarters)

1400-1600 "World Population Problems"

Philander Claxton  
Special Assistant  
to the Secretary of  
State for Population  
Matters

*This presentation will center on the trends in world population. The speaker will explore the magnitude of world population growth and offer his views on the ramifications of the present and future growth rates upon all nations in general but with emphasis upon the less developed countries. He will discuss the difficulties involved in initiating programs designed to slow present population growth rates and the time lag before such programs are effective. The problem of providing limited food to an expanding population will also be treated.*

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THURSDAY, 6 December 1973  
(Room 1 A 07, Headquarters)

1000-1035

~~0815-0915~~ Discussion

~~1045-1115~~

~~Shell Energy Film~~

~~0930-1130 "The US in the World Economy"~~

~~This presentation will analyze the US position in the world economy from the perspective of the policy maker. The speaker will indicate the major problem areas and directions the US is taking on international economic issues, such as restructuring the monetary system and the rules of international trade. He will discuss the major problems posed by various nations, focusing particular attention upon the European Economic Union, Canada, and Japan. He will describe how the policy making level is organized to meet the added dimension of international economics. He will offer some insights into the intelligence inputs which are most useful to supporting him in his policy making role.~~

Lunch

1300-1400 "International Drug Trafficking:  
The Role of Intelligence"

Drug abuse in the US resulted in the President naming the prevention of the illegal importation of drugs into the US a major national objective for the 70's. All resources of the US Government have been mobilized, including those of CIA. Our speaker will outline in broad form the international scope of drug trafficking, and will focus primary attention on what the Agency response has been to this new and somewhat unconventional priority. He will also discuss the relationships of CIA with the Drug Enforcement Admin-

Class and Staff

~~Robert Hormats  
Senior Staff Member  
for International  
Economic Affairs,  
National Security  
Council~~

25X1A

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THURSDAY, 6 December 1973  
(Room 1 A 07, Headquarters)

*istration/Department of Justice and other  
US agencies abroad under the guidance  
of the Cabinet Committee for Inter-  
national Narcotics Control (CCINC).*

1415-1515 "International Drug Trafficking:  
Overseeing US Countermeasures"

*The Drug Enforcement Agency is the  
primary enforcement arm of the US  
Government for violations of drug  
import laws. A representative from  
DEA will discuss his Agency's mission  
and organization for enforcement, and  
discuss DEA's operations overseas,  
particularly how DEA interacts and  
coordinates activities with CIA and  
other US agencies abroad under the  
guidance of the Cabinet Committee  
for International Narcotics Control  
(CCINC).*

John Warner  
Chief, International  
Intelligence  
Division, Office  
of Intelligence,  
Drug Enforcement  
Administration

1530-1630 Questions and Answers

  
John Warner

25X1A

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FRIDAY, 7 December 1973  
(Headquarters, Room 1 A 07)

0900-1000 Discussion

Class and Staff

1015-1145 "Whither Are We Going?"

Richard Scammon  
Director, Elections  
Research Center

*You have now had an opportunity to hear about and discuss some of the major problems affecting the US and the world. Many of these problems, particularly the energy crisis, drugs, economics and the environment, are having a direct effect upon the US public. Our speaker will discuss how he sees these and other problems impacting on the public now and in next year's elections.*

Lunch

1300-1415 Overall Evaluations

(DCI Conference Room, 7 D 64)

1430 Informal Remarks

William E. Colby  
Director of Central Intelligence

Award of Certificates

*Robert WATTLES*

Chief, Intelligence 25X1A  
Institute, OTR

*acting Dep. Dir. for  
MFS*

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